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JUL 12 1971

ANNUAL REPORT
OF THE
MONTANA CHILDREN'S CENTER

TO THE
GOVERNOR OF MONTANA
HONORABLE FORREST H. ANDERSON

FOR THE
FISCAL YEAR ENDED
June 30, 1970

GOVERNOR
FORREST H. ANDERSON



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JOHN STRIZICH, M.D., HELENA
RICHARD V. BOTTOMLY, GREAT FALLS

DEPARTMENT OF INSTITUTIONS
EDWIN G. KELLNER, DIRECTOR

MONTANA CHILDREN'S CENTER

TWIN BRIDGES, MONTANA
JOSEPH M. BALKOVATZ
SUPERINTENDENT

The Honorable Forrest H. Anderson
Governor
State of Montana
Helena, Montana 59601

Dear Governor Anderson:

In accordance with the requirements of Section 82-4002, R.C.M. 1947, there is herewith transmitted to you the report of the Montana Children's Center covering the fiscal year ended June 30, 1970.

Briefly, I wish to call your attention to these salient points discussed in more detail elsewhere in this report: our principal goal, now, and in the future, shall be the treatment and rehabilitation of our resident children as quickly as possible and place them back into their own communities, foster homes or group homes as indicated; maintain good institutional standards under all programs; that one complete audit be performed once per each biennium; discussion of merit system geared toward resident children's behavior modification; reduction in population, actual and anticipated; that cottages be remodeled and updated to meet demands of new treatment program; elementary school accredited for the first time in 76 year history.

Respectfully submitted,

Joseph M. Balkovatz
JOSEPH M. BALKOVATZ
Superintendent

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PRINCIPAL OFFICES AND OFFICERS

OFFICER TERM OF OFFICE	HOME ADDRESS
John M. Cross, Chairman	1510 E. Ames Wye, Glendive
Richard V. Bottomly, Member	1101 11 NW, Great Falls
Ella Mae Cromer, Member	3025 Moulton, Butte
Willis M. McKeon, Member	425 S. 1st Ave W., Cut Bank
John W. Strizich, M.D., Member	815 Stuart, Helena

PRINCIPAL ADMINISTRATIVE OFFICERS

Joseph M. Balkovatz, Superintendent

PRINCIPAL OFFICE

Twin Bridges, Montana

LEGAL REFERENCES

GENERALLY

The statutes relating to the operations of the Montana Children's Center, are, for the most part, contained in Sections 80-2101 thru 2107 of the R.C.M., 1947.

General operating policies as established by the Board of Institutions are contained in Central Office Directives as issued by the Board.

PRINCIPAL GOALS

The Montana Children's Center exists to make every effort to discover the needs of our resident children, dependent and neglected children, who require separation from their families or foster families, or for whom foster care cannot be obtained. Treatment programs are used to create positive feelings of social attitudes toward property and other people. Social planning is done for these children, directed toward placement in an appropriate setting after treatment. The means used to fulfill this purpose involves clinical studies, management of the children in a controlled and planned environment remedial education, social, psychological and psychiatric re-education through group and individual therapy and whatever methods may be indicated in individual cases.

Through counseling and supervision, our program has been able to more rapidly prepare our children for outside placement. By doing so, the average length of stay has been reduced, thereby providing more of these services to more Montana youth for a shorter period of time. This will continue to be our goal in the years to come.

MONTANA CHILDREN'S CENTER
Twin Bridges, Montana

PROGRAM INVENTORY AND COST SUMMARY

<u>PROGRAM</u>	<u>COST</u>
	<u>1969-70 F.Y.</u>
ADMINISTRATION	\$ 40,521.88
CARE & CUSTODY	419,063.39
GENERAL SERVICES & PHYSICAL PLANT	112,414.30
EDUCATION & REHABILITATION	95,065.22
TOTAL	<u>\$ 667,064.79*</u>

*Controller's Report includes \$ 57,386.48 Long Range Building Program.

MONTANA CHILDREN'S CENTER
Twin Bridges, Montana

MAJOR ACCOMPLISHMENTS

ADMINISTRATION PROGRAM

Achievements. During the 1969-70 fiscal year, further and more in-depth fiscal controls were instituted, particularly in receipt and disbursement of children's accounts.

A new position was filled, that of an Inventory and Physical Property Management Clerk. A completed inventory is now a reality with corresponding cost accounting of all goods received and disbursed.

CARE & CUSTODY PROGRAM

Achievements. During the 1969-70 fiscal year, a Merit System was established in the Center, geared towards all students. In the past, the staff attempted to encourage, support, and aid the students' progress. This was not very successful.

The responsibility of helping to make something of themselves rests squarely on the shoulders of each student. This new program provides that each student earns everything he receives from, over-town privileges, week-end visits, summer vacations, to eventual release planning. The effectiveness of this program has proven itself beyond all expectations in such areas as, attitudes, cooperation, reduction in the numbers of run-aways, and overall campus esprit de corps.

Also, during fiscal 1969-70, because of the increased social service staff and cooperation with the Aftercare Division of the Department of Institutions, our average population decreased from 129 during 1968-69 fiscal to 113 in fiscal 1969-70. The vehicles used were: one group home and several foster homes. As a result of this population reduction, one cottage was closed.

GENERAL SERVICES & PHYSICAL PLANT PROGRAM.

Achievements. During the 1969-70 fiscal year, a new 125 H.P. standby gas-fired boiler was installed and completed. This provides the Montana Children's Center with a very adequate heating system for many years to come. Also, in the past, during the summer months, when the night shift was taken off in order to take up the slack during the vacation periods, no hot water was available after 9:00 p.m. With the installation of this new gas-fired quick recovery hot water tank, this problem has been eliminated, in all but two buildings.

EDUCATION PROGRAM

Achievements. During the 1969-70 fiscal year, the elementary school of the Montana Children's Center was fully accredited by the State Board of Education for the first time in its 76 year history.

Also, since the high school children from the Montana Children's Center attend the Twin Bridges High School-- last year we had 46 enrolled-- many problems were arising. In order to alleviate these problems, a social worker was assigned to handle these problems and so spend more time counselling the youngsters during the school day, instead of about one hour per day.

MAJOR RECOMMENDATIONS

1. PROGRAM: ADMINISTRATION

REQUIRED IMPLEMENTATION ACTION: LEGISLATIVE

PRIORITY RATING: 3 of 3

CATEGORY: ADDING NEW SERVICES

Recommendation. That at least one complete audit be performed on the operation of the Center during the period of each biennium.

Discussion. In the operation of an institution having a budget of approximately \$ 1.7 million dollars entrusted with funds, I feel it not only desirable, as an administrator, to have this service provided, but, most necessary.

2. PROGRAM: CARE & CUSTODY

REQUIRED IMPLEMENTATION ACTION: EXECUTIVE OR LEGISLATIVE

PRIORITY RATING: 2 of 3

CATEGORY: DECREASING EXISTING SERVICES

Recommendation. Eliminate future admission of youngsters under eleven years of age, either through executive action or legislative action if indicated.

Discussion. If the above were accomplished, the direct cost reduction would be about \$10,000. Cost of caring for 14 youngsters in this category at the Center, amount to \$32,776. This is made up of two elementary teachers, three group life counselors, employee benefits, food and clothing costs.

If these children were placed in the Aftercare Program, 14 children each, cost \$1,620, annually for a total cost of \$22,680.

3. PROGRAM: GENERAL SERVICES & PHYSICAL PLANT

REQUIRED IMPLEMENTATION ACTION: LEGISLATIVE

PRIORITY RATING: 1 of 2

CATEGORY: IMPROVING EXISTING FACILITIES

Recommendation. That the cottages be remodeled and updated to meet the demands of new treatment programs. The present housing is considered to be inadequate for the youth needs in an individualized treatment program. That serious consideration be given the requests for the 1971-73 Long Range Building Program.

Discussion. The cottages in question, as is true with almost the entire physical plant, are very old and are in dire need of repairs. If this were accomplished, the State of Montana would utilize these buildings for a number of years to come. The cost of remodeling the cottages is, \$184,761.

4. PROGRAM: EDUCATION

REQUIRED IMPLEMENTAL ACTION: LEGISLATIVE

PRIORITY RATING:

CATEGORY: DECREASING EXISTING SERVICES

Reommendation. See Recommendations and Discussion under Counselling and Supervision Program.

ANALYSIS OF PROGRAMS

ADMINISTRATION:

Services Provided: This program is charged with the day-to-day administrative duties of the Center's overall operations, consisting of accounting, payrolls, personnel matters, purchasing and budgeting. In addition, public relations and information are handled through this program.

Objectives. To desiminate and inform the general public as to the purpose, plans and accomplishments, through correspondence, public appearances and press releases to the news media. Our ultimate goal, of course, is to insure efficiency in administration through good methods of fiscal controls and better management methods.

Target Groups. Rehabilitating children is our target in treating dependent and neglected children, many of whom are emotionally disturbed.

Achievements. Re-assigned cash duties: record cash daily; use restrictive endorsement on checks; prepare financial statements on a fund basis; revised payroll attendance reporting procedure; maintain up to date vacation and sick leave records; established a system of accounting for general fixed assets.

Comparing these achievements to past systems it is felt that management now, has been provided tools with which to evaluate, and program for the future, in a more realistic manner.

Cost and Performance Summary. The following data is presented in summary form. Additional supporting data is available upon request.

-----FISCAL YEARS-----

	1967-68	1968-69	1969-70
<u>Cost:</u>	\$38,358.	\$37,440.	\$40,521.

Performance: During the course of the fiscal years covered, there are times when the work load increases to such a high peak that it appears insurmount-



able, and one wishes for more personnel. Then the work load declines to a bearable position. In essence, in the final analysis, additional personnel could not be justified.

CARE & CUSTODY:

Services Provided: This program is intended to provide support and care of delinquent or neglected children, as defined in Section 10-501, who require separation from their families or foster families, or, for whom foster care cannot be obtained. Children living together in groups have the needs that are common to all children. This program provides the children in resident care with these opportunities ordinarily available to children living with their own families; such as, daily care, health care, education, religion, recreation, family and community contacts. Counseling with each child and his parents, in some cases, begins with the intake study and continues through the period of placement to discharge and aftercare.

Objectives. Our primary objective is through individual and group counseling and adequate supervision to more rapidly prepare the resident children for outside placement. By so doing, the average length of stay is reduced, which is conducive to good child care practices and eliminates the undesirable effect of institutionalization, thereby providing more of these valuable services to more Montana youth for a shorter period of time. This will continue to be the objective in the years to come.

Target Groups. Rehabilitating children with problems is the target in treating these dependent, neglected and emotionally disturbed children.

Achievements. During fiscal 1969-70, because of a planned increase in social workers and cooperation with the Aftercare Division of the Department of Institutions, our average population decreased from 129 during 1968-69 fiscal to 113 in fiscal 1969-70. Also, our average length of stay was

keep the plant in good repair and condition. This is necessary because it is felt that we should take good care of what we have in terms of buildings.

Target Groups. In essence, keeping an institutions physical plant in order is really every staff members concern. However, our target groups in this area are: State Board of Health, State Industrial Accident Board, State Fire Marshall and Department of Administration, Division of Architecture and Engineering.

Achievements. Installation of a new 125 H.P. standby gas-fired boiler and a new gas-fired quick recovery hot water tank.

Cost and Performance Summary. The following data is presented in summary form. Additional supporting data is available upon request.

-----FISCAL YEARS-----

	1967-68	1968-69	1969-70
<u>Cost:</u>	\$124,676.	\$109,851.	\$112,414.

Performance: Because of the general age of this plant, it is necessary to seriously consider upgrading this installations physical plant.

EDUCATION

Services Provided: Our education program is composed of students who are of elementary level only. Resident high school students attend school off campus at the Twin Bridges High School, at no cost to this institution; however, the Twin Bridges School District is reimbursed at the rate of \$400., per student, per year, by the State Department of Public Instruction. The nucleus of the student body is composed of students who are classified as slow learners, behind in grade level and lack the proper motivation to succeed. Our elementary school is fully accredited.

Objectives. To provide a program that is conducive to educational growth; to meet the needs of every student, educational, physical and social; to

mold capable citizens and equip them with knowledge and understanding that will aid them in returning to society and adjusting to normal living.

Target Groups. Rehabilitating and educating children is our target in treating dependent and neglected children, many of whom are emotionally disturbed.

Achievements. The achievement level of the majority of students in the program improved. Five of the eighth grade students who were destined for failure were promoted, due to the results of the program. Behavior, attitude and social values improved. Success was seen in many areas because of the re-vitalized interests of the children in the school, and the personalized attention given them.

Cost and Performance Summary. The following data is presented in summary form. Additional supporting data is available upon request.

-----FISCAL YEARS-----

	1967-68	1968-69	1969-70
<u>Cost:</u>	\$92,855.	\$89,884.	\$95,065.

Performance: During the 1969-70 school year, four teachers in the first five grades had a combined enrollment of 18 students, or an average of 4.5 students per teacher. Three teachers at the upper level had a combined enrollment of 72, or an average of 24 students per teacher. Commencing this fall, in order to distribute the enrollment, a new unique teaching situation will be tried on a pilot program, seven levels of learning.

PROJECT COSTS BY OBJECT OF
EXPENDITURE AND SOURCE OF FUNDING

1969-70 Fiscal Year

PROGRAM: ADMINISTRATION

OBJECT OF EXPENDITURE

PERSONAL SERVICES	\$ 32,717.50
OPERATIONS	<u>7,804.38</u>
TOTAL EXPENDED	\$ <u>40,521.88</u>

SOURCE OF FUNDING

GENERAL FUND	\$ 40,518.68
FEDERAL & PRIVATE REVENUE FUND E.S.E.A. Title I Program No. 0016	<u>3.20</u>
TOTAL FUNDING	\$ <u>40,521.88</u>

PROJECT COSTS BY OBJECT OF
EXPENDITURE AND SOURCE OF FUNDING

PROGRAM: CARE & CUSTODY

OBJECT OF EXPENDITURE

PERSONAL SERVICES	\$ 309,090.64
OPERATIONS	109,883.49
GRANTS & BENEFITS	<u>89.26</u>
TOTAL EXPENDED	\$ <u>419,063.39</u>

* * * * *

SOURCE OF FUNDING

GENERAL FUND	\$ 418,499.23
FEDERAL & PRIVATE REVENUE - Special Milk	24.90
AGENCY FUNDS - Nellie Zeuschner	450.00
CHILDREN'S ACCOUNTS - Personal Funds	<u>89.26</u>
TOTAL FUNDING	\$ <u>419,063.39</u>

PROJECT COSTS BY OBJECT OF
EXPENDITURE AND SOURCE OF FUNDING

1969-70 Fiscal Year

PROGRAM: GENERAL SERVICES & PHYSICAL PLANT

PERSONAL SERVICES	\$ 66,304.82
OPERATIONS	42,140.14
CAPITAL	<u>3,969.34</u>
TOTAL EXPENDED	\$ <u>112,414.30</u>

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SOURCE OF FUNDING

GENERAL FUND	\$ 111,182.82
FEDERAL & PRIVATE REVENUE - Interest & Income Accounts	<u>1,231.48</u>
TOTAL FUNDING	\$ <u>112,414.30</u>

